

University of Missouri Strategic Planning Campus Draft Strategy Statements

As part of the University of Missouri strategic planning effort that was kicked off by the President in June, each campus and the system administration has been crafting a strategy statement which succinctly states the objective that will drive each organization over the next five years. At a special meeting of the Board in October, the System Administration Draft Strategy Statement was presented to the Curators for their input. At the December meeting, each campus will present its draft strategy statement for Board input.

In late October, the campuses sent teams of faculty and staff to a second workshop where the goals were to achieve a shared situational awareness of the need for change, to further refine the draft strategy statements, and to generate ideas (themes and levers) for innovation related to the campus strategy. Each team also developed a campus action plan for the next four months during which the team, working with campus constituencies including faculty, staff, students, donors, will work to build support for change, develop and prioritize activities for executing the strategy, and finalize the strategy statement. Each campus and the system administration have had initial discussions with the appropriate faculty governance groups where the draft strategy statements have been presented.

By June, the goal is to have strategic plans that are sharply focused with a clear strategy for the next five years. The strategy that each unit develops will be summarized in a strategy statement that should be clear, bold and visionary, define a path for the campus/system to follow, and identify the strategic “sweet spot.” A concise strategy statement has discrete building blocks, an objective that is precise, measurable, addresses key challenges, and is time bound; a scope that describes the offering(s) and the stakeholder(s) or “customer(s), and an advantage that articulates the value proposition and the unique activities or assets that allow the campus alone to it. The strategy should explain how each campus will leverage its unique strengths to overcome challenges to fulfill its mission and vision. A strategy statement by its very nature drives trade-offs by focusing on where we will make future investments. The planning process that we are using will allow those campuses that have a strategic plan in place to align the existing plan with the campus strategy that is being developed.

Attached are the campus draft strategy statements.

December 6-7, 2012

DRAFT STRATEGY STATEMENTS

MU

By 2018, MU will enhance its academic stature by serving Missouri and beyond through education, economic development, and improvement of quality of life, capitalizing on our world-class interdisciplinary teaching and research, epitomized by Mizzou Advantage. MU aspires to grow the student body to X, add X tenure-stream collaborative faculty, generate \$X million in new net revenue (including increase in private support by X), increase sponsored research by X%, and raise faculty and staff compensation to competitive levels.*

* Targets will be finalized after stakeholders have an opportunity to provide input.

UMKC

By 2020 UMKC will grow enrollment to 20,000 and increase graduation rates 10% by ensuring student success through a small-college experience within Kansas City's community-engaged urban research university.

Missouri S&T

As an innovative technological research university that provides extraordinary access to renowned expertise, services and applied learning, Missouri S&T aims to increase return on investment for students and education and research partners seeking STEM-focused solutions that advance lifelong learning, knowledge creation and entrepreneurship.

UMSL

By 2018, UMSL will attain an enrollment of 18,000 (13,000 degree-seeking) students by adding recruitment of degree-completion, recruit-back, online, and non-resident students and by retaining students to achieve a six-year graduation rate of 70% through high-impact educational experiences consisting of engagement in faculty research, innovative teaching and learning, and community relationships to maintain UMSL's reputation for the region's best-prepared graduates.

Draft
Missouri S&T Campus Strategy Statement

11/26/2012

As an innovative technological research university that provides extraordinary access to renowned expertise, services and applied learning, Missouri S&T aims to increase return on investment for students and education and research partners seeking STEM-focused solutions that advance lifelong learning, knowledge creation and entrepreneurship.

As an innovative technological research university...	S&T will be the institution of choice for students, employers, research partners and donors seeking new and innovative research, curricula, services, technology, products, and ideas that help solve the world's grand challenges. We will do this by fostering the trust and confidence of our partners while growing our interdisciplinary research and providing targeted educational products.
... provides extraordinary access to renowned expertise, services and applied learning...	S&T will provide direct and personal access to nationally and internationally known researchers, faculty, staff, world-class facilities, and services, while preparing graduates to be creative and innovative leaders. We will provide this access by strategically building and enhancing both public and private partnerships enabling us to increase the number of faculty and staff supported by best-in-class facilities. Our students will benefit by increased access to numerous experiential learning opportunities including graduate research, student design teams, service learning, student organizations, internships and co-ops, undergraduate research, and other co-curricular activities.
... increase return on investment for students and education and research partners seeking STEM-focused solutions...	<p>S&T is ranked in several national publications for the excellent value of its education. We will measure and increase return on investment for a multitude of customers in many ways, including but not limited to:</p> <ul style="list-style-type: none"> • Return on investment for our undergraduate students including starting salaries, cost, retention and graduation rates • Number of students enrolled in distance/on-line graduate courses, certificates, and degree programs • Number of doctoral degrees awarded per faculty • Externally-supported new research and business collaborations • Satisfaction of employers • Number of active donors
... advance lifelong learning, knowledge creation and entrepreneurship.	S&T will deliver relevant degrees, certificates, and courses targeting our primary customers. We will do this by focusing on new collaborative research and knowledge transfer to help provide innovative solutions of global importance and impact.

December 6-7, 2012

Draft**Missouri S&T Primary Customer Strategy Statements**

11/26/2012

Undergraduate Students

To be recognized as a top return on investment by 2020 for undergraduate students among public research universities, Missouri S&T will provide meaningful faculty interaction and comprehensive student support programs that develop creative and innovative future leaders.

Graduate Distance/On-Line Students

To enroll 1,500 to 2,000 students by 2020 in distance/on-line graduate courses, certificate and degree programs through targeted educational products that help strengthen S&T's partnerships with industry, government and academic organizations.

Research Based Graduate Students

To increase doctoral degrees awarded per faculty by 25% by 2020 by targeting STEM-focused graduate students interested in research-based careers through personal guidance by renowned faculty.

Research Investors

To achieve externally-supported research expenditures of \$40M by 2020 by focusing on current customers and new customers seeking timely and innovative research and development solutions through direct access to renowned experts.

Employers

To achieve 75% employer satisfaction rating by 2020 and be an institution of choice for organizations seeking outstanding employees by providing exemplary access to STEM-focused students and employer support services.

Donors

To achieve 10,000 active donors by 2020 by strengthening personal relationships and instilling trust and confidence among alumni and friends by offering compelling giving opportunities that leverage tangible results.

December 6-7, 2012



University of Missouri System Strategic Planning

December 6-7 2012



Developing system and campus strategies in a time of tremendous challenge and change

"We don't have a viable business model."

"Faculty members feel overloaded and deans are concerned that research productivity is declining."

"We are being forced to do more with fewer resources and at some point it does affect quality."

"We're going to hit a brick wall at some point."

Some challenges confronting the system:

1. Reduced state and federal funding
2. Limits on tuition increases
3. Changes in student demographics
4. The impact of technology on teaching and learning
5. Public accountability
6. The economic crisis
7. The demand for greater higher education access and increased number of degrees conferred
8. Skilled workforce demands

"Our laboratories are in worse shape than the high school laboratories."

"We have survived the funding cuts by growing enrollment, but we're reaching capacity."

"With the shift to online learning, there are big questions..."

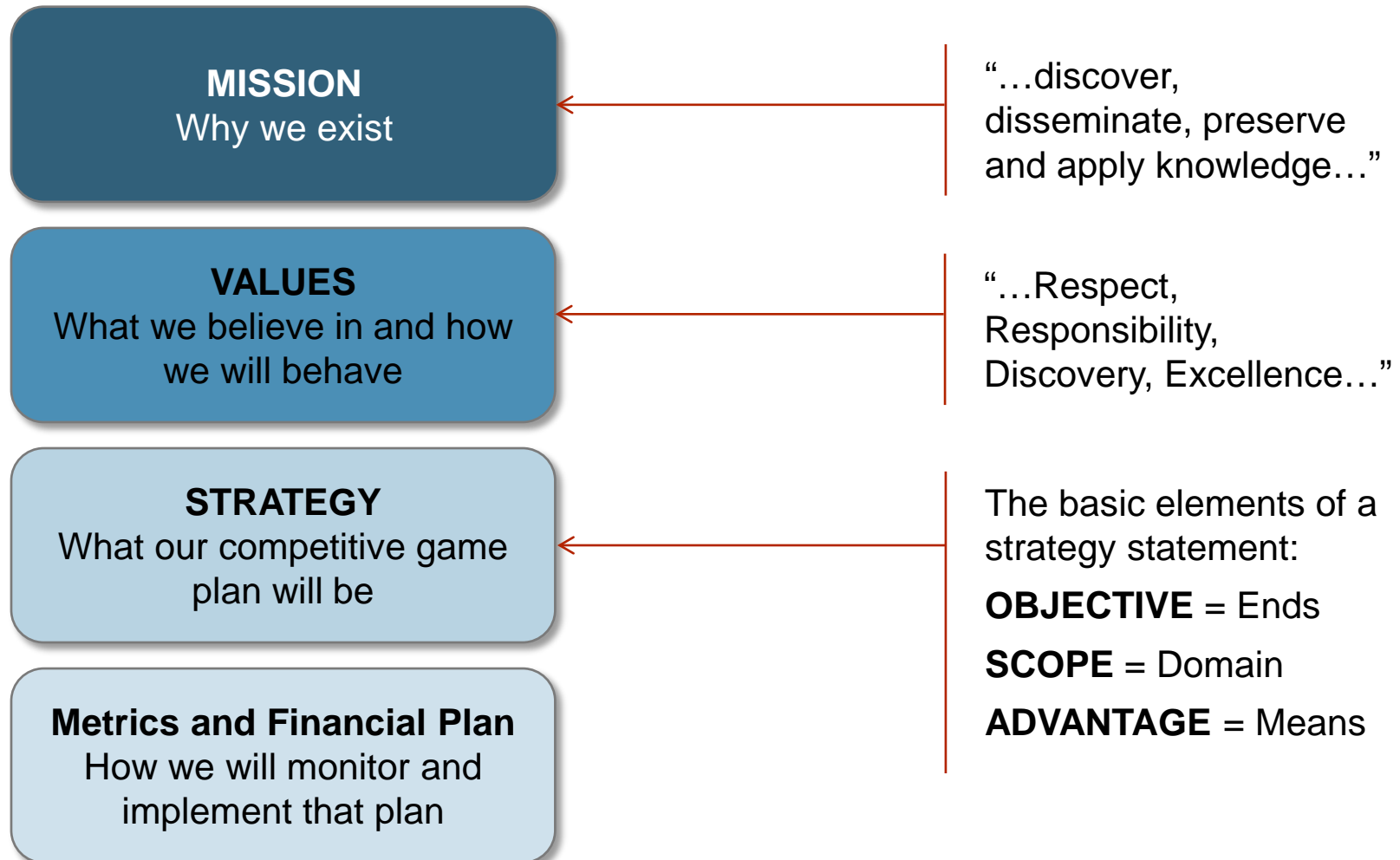
"What is the end to this? What will be cut next?"

"We need to fight to keep our formula funds."



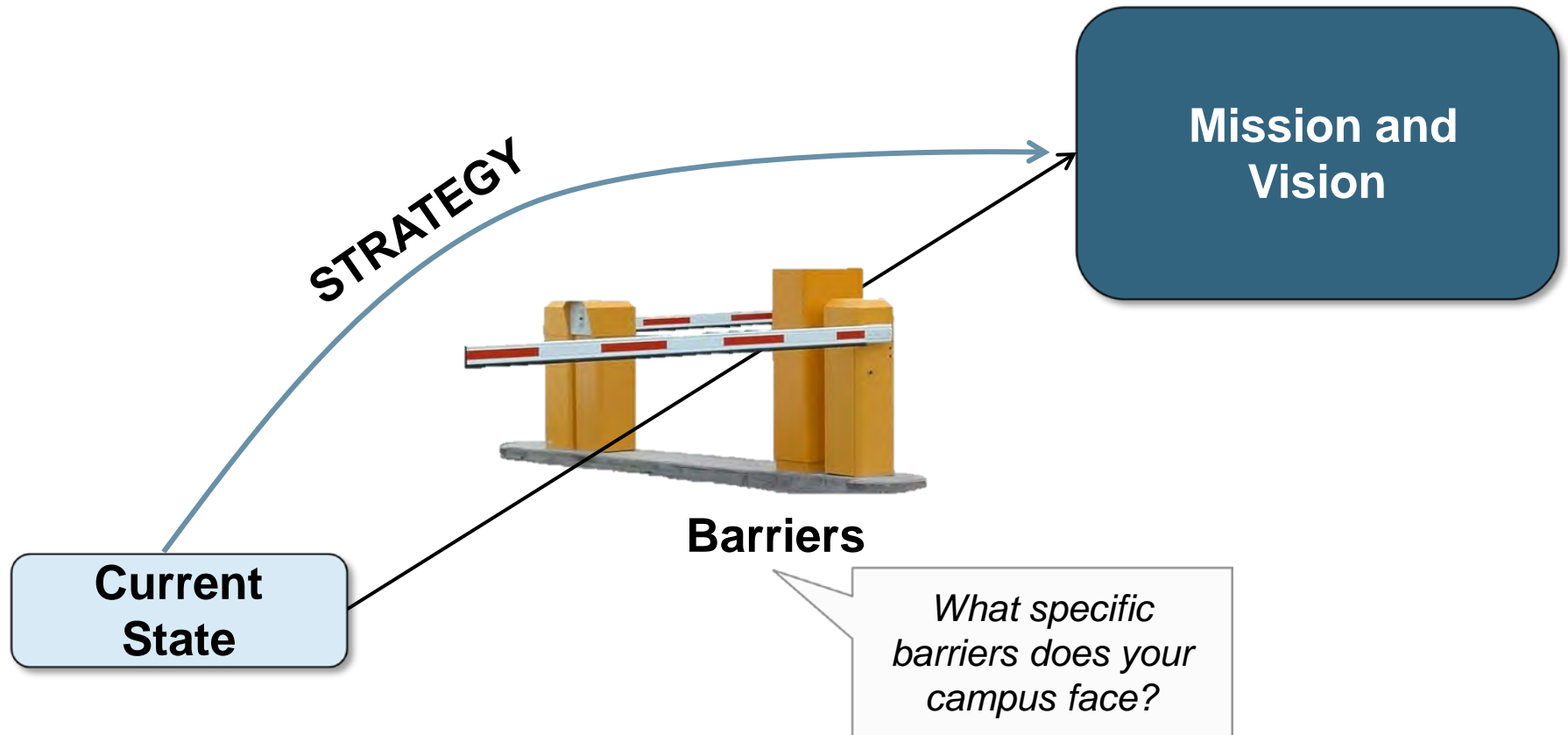
A strategy statement is not a mission statement

Hierarchy of organizational statements



Source: Collis, David J., and Michael G. Rukstad. "Can You Say What Your Strategy Is?" *Harvard Business Review* (April 2008). Print.;
Innosight and University of Missouri analysis.

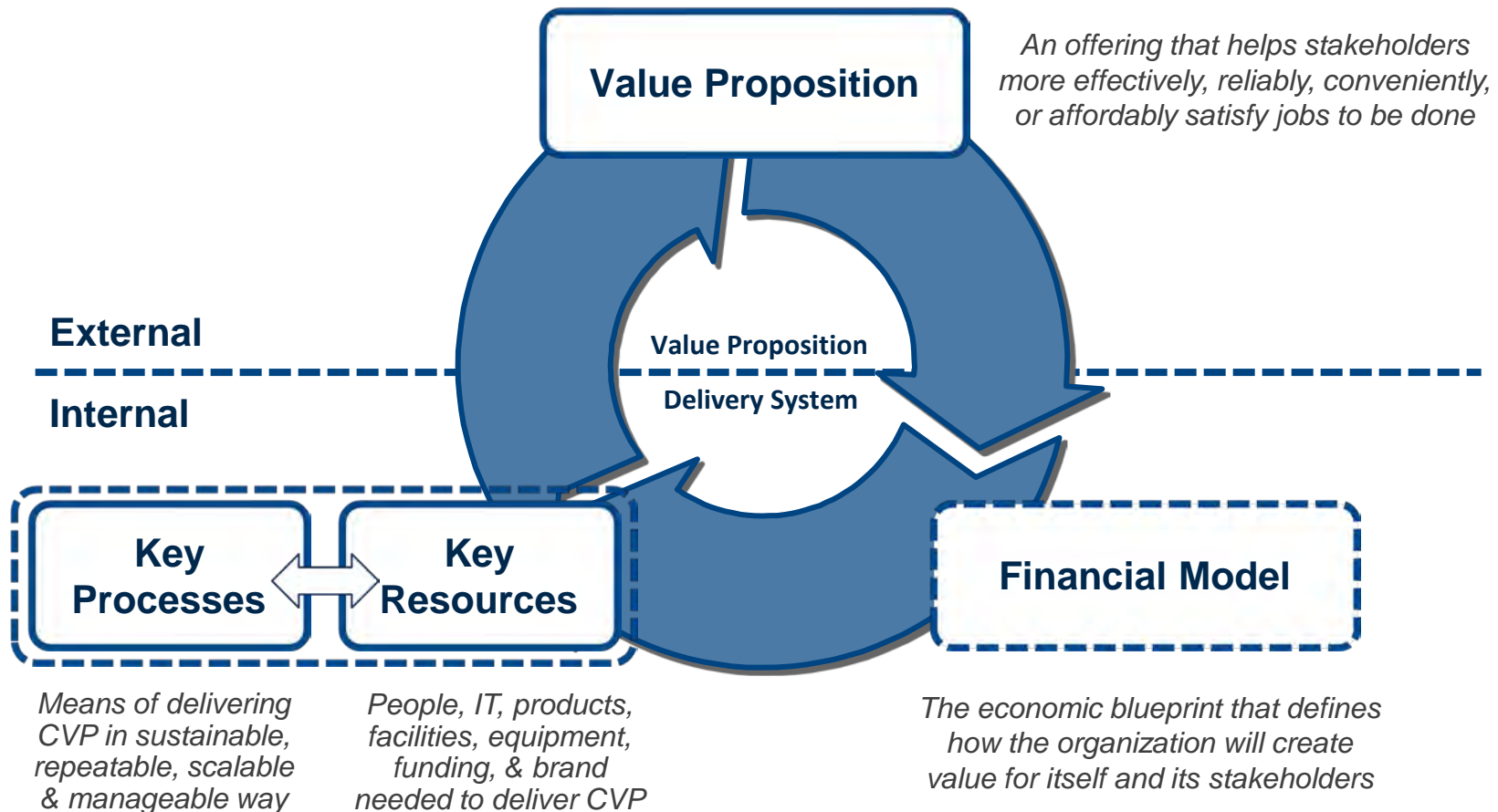
A critical test: The strategy should explain how a campus will leverage its unique strengths to overcome challenges



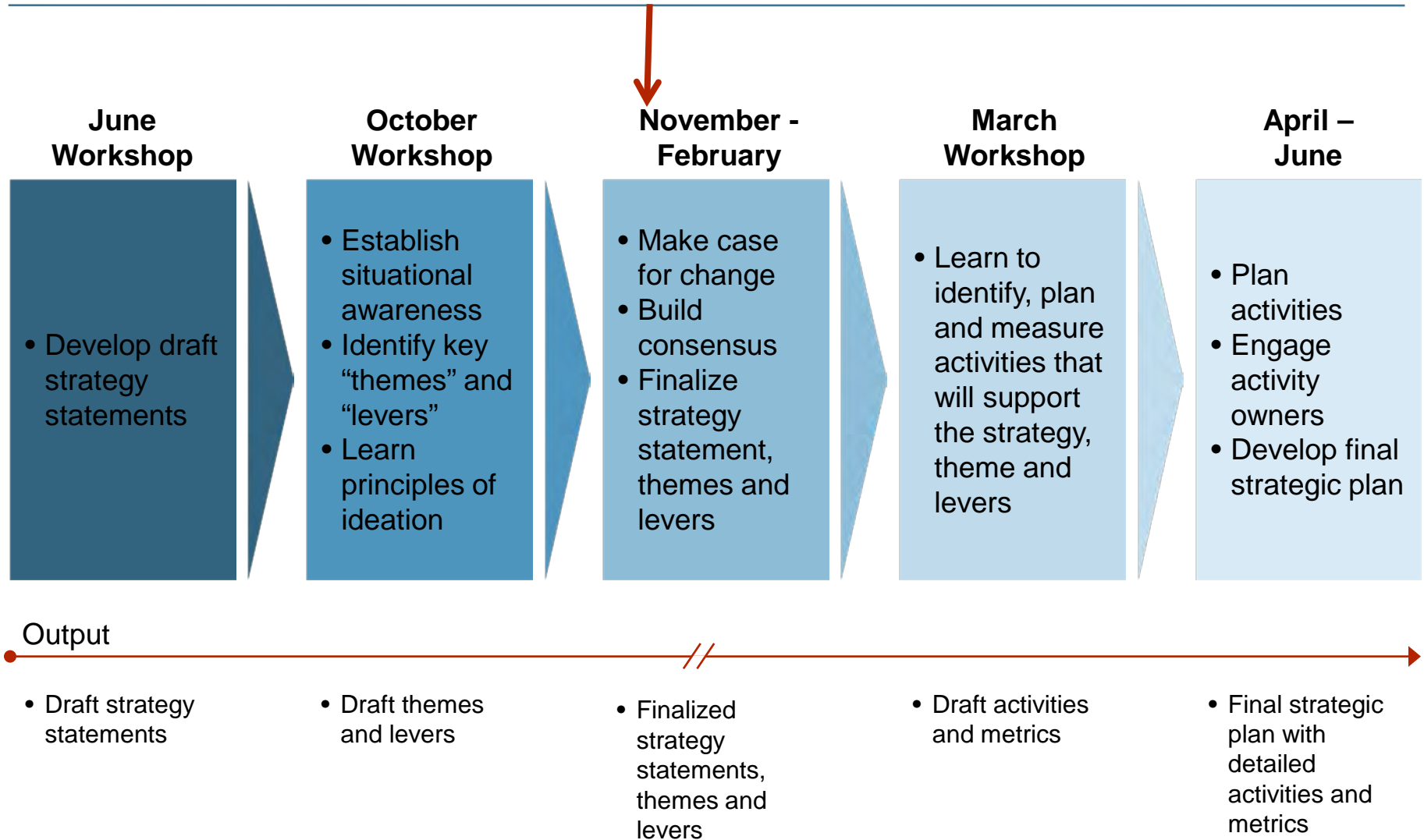


Successful operating models are composed of four key elements that work in harmony – even at a university

Four-Box Model: The interdependent system used to create, deliver and capture value



Strategic Planning Timeline





A concise strategy statement has discrete building blocks

3 required components:

 **OBJECTIVE**

- ☐ A single objective
- ☐ Measurable and specific
- ☐ Time bound
- ☐ Addresses key challenges

EFFECTIVE:

“Increase enrollment to 20,000 by 2020”

INEFFECTIVE:

“Increase the number of qualified graduates”

 **SCOPE**

- ☐ Describes in detail which customer you are pursuing
- ☐ Describes in detail the product or service you are offering to the customer

“Career-focused education for full-time undergraduates who are interested in STEM subjects”

“Aligned curriculum and student experience for undergraduates”

 **ADVANTAGE**

- ☐ Describes the unique activities or assets that no other organization can claim

“Internship programs with 40 partner employers in the St. Louis area”

“World class instructors”



Strategy Statement

November 2012





MU's Strategy Statement: DRAFT

By 2018, MU will enhance its academic stature by serving Missouri and beyond through education, economic development, and improvement of quality of life, capitalizing on our world-class interdisciplinary teaching and research, epitomized by Mizzou Advantage. MU aspires to grow the student body to X, add X tenure-stream collaborative faculty, generate \$X million in new net revenue (including increase in private support by X), increase sponsored research by X%, and raise faculty and staff compensation to competitive levels.*

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Expand Internal and External Interdisciplinary Collaboration

Community partnerships

Cross-disciplinary curricula

Mizzou Advantage

Partnerships among the four UM campuses

Partnerships within and beyond Missouri

Public/private partnerships

Virtual partnerships



Develop a Sustainable Revenue Model

Cost controls
Diversify revenue sources
Enrollment management
Entrepreneurship
Gifts and Endowment
Intellectual property
International recruiting
Partnerships with private sector
Sponsored research



Provide the Necessary Infrastructure

Classroom and student laboratory space
Competitive faculty and staff compensation
Endowed positions
Faculty and staff development
Information technology
Internationally-recognized faculty
Marketing and communication support
Student support services and facilities
Research facilities



Optimize the Mizzou Student Experience

Affordability and Accessibility
Community and civic engagement
Diverse campus
Entrepreneurial and leadership opportunities
Global engagement
Interdisciplinary curriculum
Life-long Learning
Modes of Instructional Delivery
Professional/career preparation
Retention and Time to Graduate
Student research opportunities
Undergraduate and Graduate/Professional Population Size

UMKC Strategic Planning Efforts

- Leo Morton
- Chancellor



Challenges Identified

- Frequent changes in leadership
- Numerous planning studies without tangible outcomes
- Low retention and graduation rates
- Declining state funding
- Insufficient research and tech transfer support systems

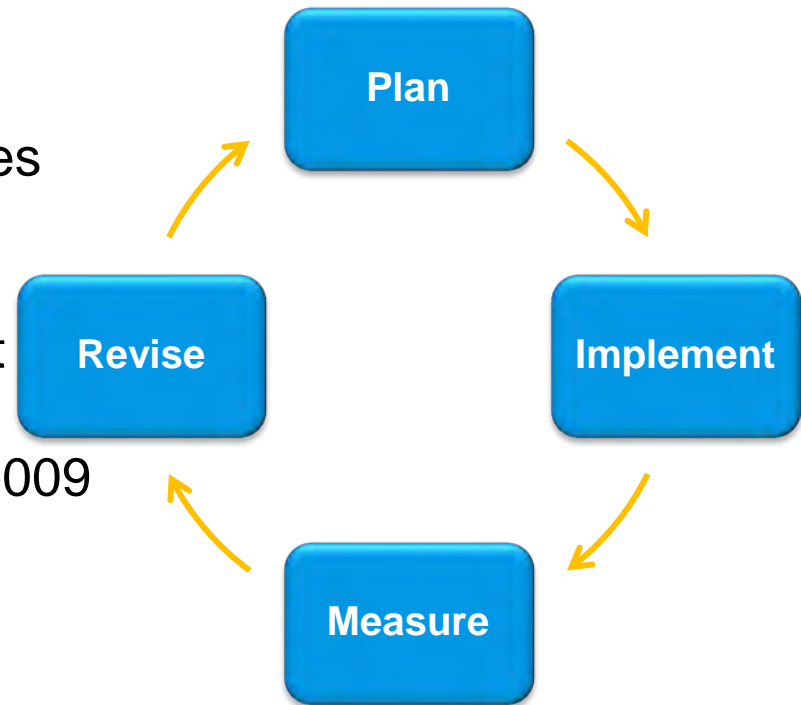
Assets Identified

- Potential for strong community support
- Opportunity to expand urban engagement
- Low student/faculty ratio and small class sizes
- Opportunity to grow enrollment
- Strong partnerships with area hospitals and research industry



Planning Process

- Formed Strategic Planning Steering Committee in fall 2008
- Vetted the draft plan with over 450 internal and external stakeholders
- Finalized the Strategic Plan and objectives in spring 2009
- Aligned academic and administrative unit
- Began Phase One implement plans fall 2009



Strategic Plan – Goals & Objectives

Goal	Description
Place Student Success at the Center	To provide the optimal learning experience for all students: outstanding academic programs, seamless student support, a vibrant campus community, and engaging locally, regionally, and globally.
Lead in Life and Health Sciences	To engage in cutting edge research, develop strategic partnerships that enable translational research opportunities, and provide excellent interdisciplinary education in life and health sciences.
Advance Urban Engagement	To engage with the local, regional, national , and international community in partnerships that foster opportunity, innovation and sustainable development.
Excel in the Visual and Performing Arts	To create excellent programs in visual and performing arts that are central to campus life and support Kansas City's initiatives in entrepreneurship, urban education, and innovation.
Embrace Diversity	To celebrate diversity in all aspects of university life, creating safe environments, culturally competent citizens, and globally oriented curricula and programs.
Promote Research and Economic Development	To foster innovation, improve technology transfer, produce world-class research, and develop partnerships that create economic development.



Strategy Statement

- By 2020 we will grow enrollment to 20,000 and increase graduation rates 10% by ensuring student success through a small-college experience within Kansas City's community-engaged urban research university.

Strategy Statement Development

(June – October)

- Involved ~50 faculty, staff, students and administrators in Guiding Coalition
- Identified six primary customers and sought extensive feedback via surveys and interviews
- Created task force for each primary customer to consider feedback and draft individual customer strategy statements
- Used six draft customer strategy statements to draft overall campus strategy statement

Strategy Statement Development

(November – January)

- Continue to refine draft campus and customer strategy statements based on input
- To date have involved many campus leaders, held campus-wide open forum and train-the-trainers workshop
- Scheduled several future ideation sessions focused on primary customers and academic departments
- Established web site for enhanced communication

Primary Customers and Strategy Statements

- Undergraduate students
- Graduate distance/on-line students
- Research-based graduate students
- Research investors
- Employers
- Donors

Draft Campus Strategy Statement

As an innovative technological research university that provides extraordinary access to renowned expertise, services and applied learning, Missouri S&T aims to increase return on investment for students and education and research partners seeking STEM-focused solutions that advance lifelong learning, knowledge creation and entrepreneurship.

Strategic Planning Process

- Timing of University of Missouri System planning complements comprehensive Missouri S&T strategic planning process – we are building campus plan from the ground up
- Next few months at S&T will be very busy!
- Committed to campus-wide involvement and connection with primary customers and broader constituent base
- Creating dashboard to measure progress



Vision, Mission and Strategy Statement

VISION

The University Missouri-St. Louis will be known as a premier metropolitan public research university and as a university of choice for undergraduate, graduate and professional students.

MISSION

The University of Missouri–St. Louis provides excellent learning experiences through an outstanding faculty and staff, innovative research, community engagement, and creative partnerships that prepare our diverse student body to benefit the St. Louis region and the global society.

STRATEGY STATEMENT

By 2018, UMSL will attain an enrollment of 18,000 (13,000 degree-seeking) students by adding recruitment of degree-completion, recruit-back, online, and non-resident students, and by retaining students to achieve a six-year graduation rate of 70% through high-impact educational experiences consisting of engagement in faculty research, innovative teaching and learning, and community relationships to maintain UMSL's reputation for the region's best-prepared graduates.



Barriers to Achieving Vision

Need a strategy statement to address most serious challenges:

- Reduced state support
- Changing student economics and demographics
- Increasing accountability
 - State performance measures
 - New accreditation criteria
- Growing competition



Defining UMSL's Strategy

Strategy

- Plan for organizing finite resources to achieve a specific outcome. Contains three components: scope, objective, and advantage

Strategic Themes

- Enrollment and retention
- Community-based relevant research
- Community partnerships
- Student debt reduction
- Innovative teaching and learning

Enacting Strategy

Build on ongoing partnerships and community relations

- Student internships

Engage in collaborative programs across colleges and universities

- Interdisciplinary and cross-institutional programs



Enacting Strategy

Cooperate on ongoing initiatives

➤ Access to Success

- Changed mindset: Ten years ago, faculty didn't understand their role in retention. Now they ask, "How can I help?"

Use creative financing to add and improve facilities

